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USAREC

April 1991

Recruiter Journal



Launching patriots



(Above) Soldiers from the 180th Trans Co, Grand Rapids, Mich., enjoy Thanksgiving dinner.
(Below) A 24th Infantry Div soldier prepares a trailer for redeployment back to the U.S. from Saudi Arabia. (Photos by Cathy Haston-Hilger)



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Cover photo by Gary Melbarzdis

The way I see it . . .

Editor's note: In the January 1991 Recruiter Journal, we started a feedback process called "The Way I See It." This month we begin a running column of responses to your questions, problems and observations. "The Way I See It" form appears again in this issue on page 15.

A recruiter writes:

"In keeping with the ever changing climate of recruiting, success will depend on innovative management techniques implemented USAREC-wide. The idea of motivation being a system of rewards and punishments will have to cease in order for a "situational" approach to leadership to be implemented.

"With the all-volunteer force came a better educated soldier. As this soldier rose in rank, he/she entered the noncommissioned officer corps, expecting to carry out the responsibilities expected of a thinking, creative, dedicated, focused, and adult NCO. This happened in other commands, but it has not happened in USAREC.

"With no privates to command, the USAREC NCO must attain success by commanding him- or herself. This requires the NCO to prepare to meet responsibility head-on with a strong desire and commitment, and to make some decisions regarding mission accomplishment. It requires a recruiting NCO to take action to see the mission through to a successful completion.

"This is difficult within the present USAREC framework. The recruiting NCO is charged with responsibility of successfully accomplishing his or her assigned mission. In most cases, however, this NCO is micro-managed at every turn and is basically reduced to being a follower instead of a leader. In the long term this is not productive.

"To change this situation, I suggest that station commanders must be trained in "situational" leadership skills. The command must evaluate each recruiter to determine his or her readiness level. Station commanders must be aware of a recruiter's readiness level to be able to use the appropriate leadership style. Individual recruiters will take responsibility for their actions through "management by objectives," including individual and group training.

"Please note, however, that when using this management system, we will have to sacrifice short-term production to gain long-term consistent production."

CSM Ernest H. Hickle responds:

You're right in saying that we have more educated soldiers in the all-volunteer force, requiring that more innovative techniques be implemented if we are going to continue to be successful. This is especially critical as we enter a decade where change will occur rapidly. The "situational" leadership approach might indeed be used to achieve this accomplishment. Our continued success, however, depends not only on innovative leadership techniques. It depends greatly on increased human effectiveness of an individual.

However, I don't think that we can entirely eliminate the present motivational system, which has proven to be quite effective. But the emphasis must also be placed on attitudinal self-motivation, not totally on incentive or restrictive motivation. Everyone must learn to be consciously competent and accountable in the performance of both professional and personal

roles. This can be done only by learning what our attitudes are and adjusting them to place us where we want to be.

This change in emphasis is being presented to field recruiters through new training programs. One of these programs, already fielded to brigade trainers, is the "New Psychology of Selling" from the Brian Tracy Corporation. Another motivational training program available is "Increasing Human Effectiveness," available from the Edge Institute of Learning. Both programs give modern, successful approaches to our jobs, by incorporating attitudes, job performance, time management, and quality of life to develop the "total person."

"Situational" leadership may be used to achieve some goals. Management by objective is also an excellent way to achieve results. An ideal leadership program will incorporate the best of several different approaches.

I appreciate your letting us share your ideas for redefining leadership roles for Army recruiters. Details of good training programs may be worked out by a team, but the prime ideas are due to the enterprise, thought and perception of individual recruiters.

'With no privates to command, the USAREC NCO must attain success by commanding himself. This is difficult'

Three new HQ directorates

■ Headquarters, USAREC, is restructuring. There will be three new directorates: the Medical, Training, and USAR directorates. The restructuring will be complete by April 1, 1991.

The Medical Directorate will be headed by COL Susan Christoph of Recruiting Operations Army Nurse Corps. This directorate will concentrate strictly on recruiting for the medical fields. Recruiting in these fields has always been difficult due to the competition from the private sector. So, in order to strengthen and emphasize recruiting in this area the Medical Directorate will stand on its own.

The Training Directorate will be led by LTC Michael Dickson, formerly the Enlistment Standards Director. The Training Directorate will be responsible for training doctrine and for evaluation of inspections and training, and will have a liaison role with HQ DA and the Recruiting and Retention School. The directorate will also develop new training methods as well as incorporate state-of-the-art civilian training packages.

COL Marcia Engelage of Reserve Affairs will be the director of the new USAR Directorate. By making USAR its own directorate, a stronger emphasis can be made on Reserve recruiting. This directorate will also interface with the new USAR Command at Fort Gillem, Ga. Chuck Reynolds, Deputy Chief of Staff at HQ USAREC, said, "The size of the Reserve mission will approach the size of the active mission, so USAR should stand alone as its own directorate."



Merit promotion

■ Outstanding Regular Army and Reserve sergeants and staff sergeants may receive early promotions through the merit promotions system. These recruiters must have recommendation of the chain of command. In addition to being an outstanding recruiter, these NCOs must meet the following criteria:

For Regular Army

Merit promotion to Sergeant First Class requires a minimum of 6 years time in service, 2 years time in grade, successful completion of BNCOC and reclassification to 00R.

Merit promotion to Staff Sergeant requires PLDC graduation and recruiter ring awarded.

For Reserve (USAR/AGR):

Once recruiter ring is awarded, recruiters on initial tour are eligible for a promotion to SSG. A soldier designated as the "New Recruiter of the Year" is also eligible for a merit promotion.

Cadre recruiters on subsequent recruiting tours may be considered for merit promotion to SSG or SFC when designated as "Recruiter of the Year," "Nurse Recruiter of the Year," "Guidance Counselor of the Year," or "Soldier of the Year."

Recruiter Ring

A recruiter must earn the following awards to be eligible for the recruiter ring:

Gold Stars —

1st, 240 points in 6 months

2d, 300 points in 6 months

3d, 300 points in 6 months

Gold Recruiter Badge —

300 points in 6 months

Sapphire Stars —

1st, 300 points in 6 months

2d, 300 points in 6 months

3d, 300 points in 6 months

After the third sapphire star, a recruiter must earn 1,200 points within 2 years to qualify for the recruiter ring. In addition to the points, rings are awarded based on the "whole person" concept and production. A battalion commander must recommend or not recommend an individual for the ring. For clarification, refer to USAREC Regulation 672-10, Recruiting Incentive Awards.

SF recruiters needed

■ Qualified OOR recruiters may apply by April 30, 1991, for positions as Special Forces recruiters. Previous SF experience is not necessary; selected volunteers will receive training at Fort Bragg, N.C. Currently, SF recruiting positions are available at Fort Bragg, N.C., and at Fort Hood, Texas.

Prerequisites are:

- Must score a minimum of 60 points on each of the PT test exercises using the 17-21 age group standards, regardless of age.
- Must be a SSG (P) or SFC.
- Must have Recruiter Gold Badge.
- Must have station commander experience.
- Must have GT score of 110 or higher.
- Must be airborne qualified or volunteer for airborne training prior to assignment.

To volunteer, send DA Forms 2A and 2-1 along with a recent photo to HQ USAREC, Recruiting Operations, ATTN: MSG James Bass, Fort Sheridan, IL 60037. Or call 1-800-223-3735, ext. 3474.

PAE model detects recovery

■ Recruiting experienced some rough times during Operation Desert Shield/Storm, but it is now on the road to recovery. Mr. Juri Toomepuu of the HQ USAREC Program Analysis and Evaluation Directorate said, "Our research indicates a substantial negative affect on recruiting, but now in March we are beginning to detect a recovery."

Actually, the forecast for June 1990 through November 1991 looked bright. It took into account the number of recruiters in the field, unemployment, pay differential between military and civilian wages, GSMA mission, other missions, number of days in the recruiting month, and seasonality, but not Operation Desert Shield/Storm.

Dr. Robert Wegner, also of PAE developed USAREC's Rational Expectations of Army Recruiting Model (REARM). This model compared the forecast and the actual contracts obtained during Operation Desert Shield/Storm. According to the model, March shows a remarkable recovery since Operation Desert Shield/Storm. Mr.

Toomepuu commented, "The mission has decreased, so the future looks bright in recruiting."

How does your info flow?

■ A new study has been formed to develop an information model for HQ USAREC and the brigades. The model will be used as a basis for defining future information management planning. The Information Requirements Study (IRS)

began operation at the beginning of March. Some of the requirements that will be studied are information flow, why certain information exists, and whether specific information is required. The IRS will first define the mission statement and establish specific goals and objectives.

The IRS consists of six full-time members taken from different USAREC directorates. The team leader is MAJ Gary Fritz, Program Analysis and Evaluation. The other members are CPT William Hetzer, Recruiting Operations; Ed Houlihan, Information Management; Sharon Jern, Resource Management and Logistics; June Reynolds, Program Analysis and Evaluation; and 1LT Roger Wood, Personnel. There will also be other part-time members working with the IRS.

MAJ Fritz stated "After the development of the model, the IRS will determine deficiencies, recommend short-term corrective actions, and establish a basis for long-term planning."

'Stay in School' wins Silver Anvil

■ The Public Relations Society of America announced the results of the 47th Annual Silver Anvil Awards Competition on 28 March 1991. The U.S. Army and incumbent advertising agency Burson-Marsteller/Young & Rubicam were recognized for community relations excellence in the government category for the extremely successful "Stay In School/Stay Off Drugs" public awareness campaign.

Silver Anvils are awarded in 14 categories and recognize those organizations

that incorporate sound public relations objectives and philosophy, and meet the highest standards of performance, presentation, production, and execution.

This award validates the U.S. Army Recruiting Command's hard work and initiative in forging a positive recruiter-counselor relationship, while emphasizing the Army's commitment to education. USAREC clinched this award for its sound creative strategy, aggressive implementation and flawless execution by recruiters at the grassroots level.



Letters from Desert Shield

■ The *Recruiter Journal* is interested in copies of letters sent to you, the recruiters, from your former recruits who served in Operation Desert Shield/Storm.

Please send copies to:

U.S. Army Recruiting Command
ATTN: RCAPA-PA (K. Welker)
Bldg. 103, 2d floor
Ft. Sheridan, IL 60037-6020

The keys to psychological selling

Positive mental attitude

Selling the Army is one of the most rewarding parts of a military career. But to be successful in any type of sales, one must have every advantage available to ensure success on a continual basis. Therefore, successful salespeople must constantly seek the "competitive edge" to reach the pinnacle of the sales profession.

We know that 80 percent of everything accomplished in the field of sales is determined by the quality of both the thoughts and feelings the sales person has in relationship to the world.

Consequently, the two important factors in successful selling are:

- Having a positive mental attitude, and
- Practicing "Golden Rule Selling"

Studies have been conducted to determine why top salespeople achieve the results they do. These studies have attempted to discover if there was one overall factor present in top salespeople to explain why they achieved their level of success.

And if so, what could that factor be?

The results of these studies showed that the salespeople in the top 20 percent of their profession are there due to one single factor: they have better attitudes than those in the lower 80 percent. They found that people with positive attitudes toward themselves and others usually make excellent salespeople. They also found that certain mental laws exist which significantly influence their results. How can you develop this attitude that produces top sales performance? And what are these mental laws that can have such a dramatic impact on your sales efforts? Let's look at developing this winning attitude through these mental laws as we explore the keys to psychological selling.

Eighty percent of everything you accomplish personally and professionally is a result of your attitude.

One of the primary ingredients of the attitude of top salespeople is that they are positive in everything they do. They develop a positive mental attitude, commonly referred to as PMA. To develop PMA within yourself, you must practice being positive. You must learn to look for the positive in everything. A negative attitude is a habit that is difficult to overcome. It takes daily practice, but to become successful, you must take steps to develop a positive mental attitude immediately.

The Law of Cause and Effect states that to be successful and to be one of the top recruiters in the sales industry (the effect), you must develop your positive attitude, your personality, and your skills (the causes) to allow you to be successful. Remember, you always get what you earn. Invest your time and your efforts in PMA. Invest your efforts in refining your sales skills. The results you reap will push you to the top.

Golden Rule Selling, an approach taught by the Brian Tracy Corporation, is important in your attitude and personality development, and is required to be successful on a continual basis. The Golden Rule as we have all learned it is, "Do unto others as you would have them do unto you."

Applying this to sales simply means you must sell to others as you want others to sell to you. The key factors are honesty, integrity and fair dealing.

The benefits of an Army enlistment are many, but our prospects don't just buy these benefits. They buy a combination of benefits and of how the message is delivered. So it is important to keep a "customer focus" in all you do. Be honest. Use integrity. Be fair in your dealing with people. Adopt a caring approach. Strive for excellence. Realize that personal pride, character and self-respect are traits you want in someone selling

***'Don't confuse
wishes with wants.
When you want
something, you go
out and get it.
When you merely
wish for some-
thing, you just
wait for it to come.'***

Jack Klein

to you, and thus are something you must have in selling to others. These traits are all essential in using Golden Rule Selling. Use them every time you deal with others. Use them to build yourself for your move to the top. And then use them to stay there.

There are certain mental laws that determine what goes on inside a person's mind. Like the law of gravity, they work 100 percent of the time. First, the **Law of Belief** says that your beliefs become your realities. There is a one to one relationship between what you believe in and how much of it you can sell. If you don't believe in the benefits the Army has to offer, your prospects will recognize it immediately. Your sincerity and belief is conveyed to others.

The **Law of Expectations** says that your expectations determine your attitude; your attitude determines your realities. You don't get what you want in life, but what you expect. The major reason for failure is a lack of positive expectations. Too frequently, unsuccessful recruiters focus on reasons why someone doesn't want to enlist in the Army before the presentation has even begun. This expectation is immediately transferred to the prospect — with a negative result. By simply adjusting the belief and the expectation, a recruiter can transfer his or her positive enthusiasm to the prospect. This transfer is the basis for success.

People use reason and logic to buy. But the **Law of Emotion** says that each and every **decision** to buy is 100 percent emotional. The two primary emotions that influence a buyer's decision are **desire** (or want) and **fear**. Fear of making a wrong decision or fear of buying the wrong product. Discovering the dominant buying motive and transferring enthusiasm to the

prospect creates the emotion necessary to support the reason and logic to buy. Again, a mental law leads to sales success.

The **Law of Attraction** says that you are a living magnet and, therefore, you attract the circumstances that surround you. A positive attitude, positive expectations, honesty, integrity and a Golden Rule Selling approach are the keys to attracting those people and situations that will make us successful.

And this success will happen by the **Law of Indirect Effort** that says that we get the things that we want in life most rapidly through indirect means rather than through direct means. Laying the proper foundation can lead only to success. But to be a truly professional sales representative for the Army, you must daily rehearse your skills. You must daily reaffirm your positive mental attitude. You must practice Golden Rule Selling. You must learn to believe in and expect your success. Doing this daily allows these activities to become a part of you. And the **Law of Correspondence**, which says that your outer world will always be a reflection of your inner world, takes effect, allowing you to transfer this aura of success to others, and in so doing, to become even more successful.

The bottom line of all this can be stated in the 80/20 rule:

Eighty percent of everything you will accomplish in the field of sales will be determined by the quality of how you think and feel about yourself in relationship to your world.

Use these keys of psychological selling. Use them to move to the top. And then use them to stay there.

HQ USAREC Training Directorate

Training Tips

Question: Is daily prospecting a key to successful recruiting?

Answer: Yes. By making prospecting a continuous activity, you will ensure sufficient numbers of people hear the Army story and commit to enlist.

- The two methods of prospecting are telephone and face-to-face.
- Face-to-face prospecting must be properly planned and executed by setting goals and having plans of action. Telephone prospecting must be directed towards mission box by utilizing pre-call plans.
- During prospecting you must generate enough interest to obtain an appointment.
- Prospecting is the first time you discuss Army opportunities with people.
- Continuous prospecting = continuous prospects.

POC: SFC Carmine, HQ USAREC RO-T, (708) 926-7363.



The 419th Trans Bn and 180th Trans Co receive a 2,000-foot greeting from Hines VA Hospital in Hines, Ill. (Photo by Cathy Haston-Hilger)

Thanks, America!

■ How to say "thank you" to the troops is in the planning stages in communities across the nation, as Operation Desert Storm soldiers begin to come home. Welcome home planning boards are rolling out the red carpets and hanging out flags. Yellow ribbons proliferate like bunnies, as American communities celebrate their gratitude to the veterans of Operation Desert Shield and Operation Desert Storm.

The U.S. Army Recruiting Command's own "Operation Thank You" will send a message to these communities that their support of the Army in general and of Army recruiting specifically directly contributed to the successes of Operations Desert Shield and Storm. By fostering that positive attitude, USAREC shows that continued support by these communities is vital to maintaining a combat-ready Army. Operation Thank You will also reinforce the view of the American soldier as a national resource.

USAREC personnel will spread the word to parents, educators and business and civic leaders that the high quality, combat-ready Army that performed so expertly in the desert was built through the efforts of Army recruiters, supported by the very same people this message is directed towards — parents, educators and COIs. To maintain a quality Army, however, recruiters will continue to need their support.

The message should also emphasize that the soldier is not only a vital national defense resource, but an educational, business and societal resource as well, as USAREC has portrayed in the "Soldier's Video."

To send a cohesive message to target audiences, every level of the command should be involved in Operation Thank You. Commanders, supporting staff and recruiters should pursue opportunities to introduce the Operation Thank You message. Speakers may show the "Soldier's Video" and/or the Operation Thank You slide presentation, or speak from lo-

cally prepared items that convey the Operation Thank You message.

Take every opportunity to highlight recruiters and their Desert Storm participants in the Hometown Recruiter Assistance Program. Let articulate returning veterans tell target audiences how much their support meant to soldiers in the field. A heartfelt "thank you" from a returning combat soldier is invaluable.

Media and promotional events and public information activities should be used throughout the next year to incorporate the Operation Thank You message. Include anniversaries associated with Desert Shield and Storm, as well as patriotic holidays (Memorial Day and the Fourth of July, for example), as opportunities for USAREC participation.

In many communities, the recruiter in uniform will represent the Army. Take every chance that comes to make sure that your audiences know the Army and its recruiters appreciate their support for today's high quality soldiers.

Launching patriots

‘eager to become the smart soldiers behind the smart weapons’



Eager young patriots await swearing in at the North Chicago (Ill.) MEPS. (Photos by Gary Melbarzdis)

While the “Scud-busting” Army Patriots won the hearts of the world in Operation Desert Storm, Army guidance counselors were busy “launching patriots” on the home front.

While Patriot batteries sparked fireworks in defense of Saudi skies, MEPS sparkled with smart, healthy young patriots who raised their right hands and declared service to country.

President John F. Kennedy pleaded, “Ask not what your country can do for you . . . ,” before these new soldiers were even born. But, according to guidance counselors throughout the command, the latest generation of recruits asked what they could do for their country.

“There were no more hard sells during the gulf war. Instead of coming in to find out what we could offer them, they came in wanting to be soldiers. The level of patriotism surprised me.” MSG Alvin Thompson, senior guidance counselor at Amarillo (Texas) MEPS, estimated that the Army College Fund and cash bonuses accounted for less than 20 percent of the sales made by his guidance counselors during the Operation Desert Shield, Desert Storm period, August 1990 to February 1991.

“About two percent would say, ‘I don’t want to go to Saudi.’ But lots of these kids came in knowing there was combat going on and wanting to be a part of it. It used to be that 70 percent chose non-combat and 30 percent chose



Kimberly Reasor, a prior service applicant, carefully watches the review of her records during the packet breakdown process.

a combat MOS. During ODS the mix was about 50-50," Thompson said.

Guidance counselors noticed other trends. Airborne, airborne, airborne was a familiar refrain, and counselors scurried to find enough training slots. "We ran out, but generally there were more combat arms jobs available," said Albuquerque Battalion SFC David Gossett, USAREC Guidance Counselor of the Year.

In Chicago, MSG Steven Chambers said he couldn't fill all the requests for airborne and claimed armor MOSs were second in demand. "But really, except for a few who were determined to go airborne or nothing, applicants were flexible during this time. There were fewer window-shoppers. They were more committed."

SFC Dianna Cox in Louisville (Ky.) had requests for airborne too, but also commented on some more unusual demands by women. "We had some female applicants who were disappointed at their restriction from combat MOSs," she said. "They wanted to be tankers."

Cox said she did have a few DEPs get cold feet,

especially just before Christmas. "One came in to renegotiate out of an armor MOS," she said. "He didn't think it would be 'fulfilling.' Some said they had decided to go to college, had personal problems or admitted they were scared. If they still felt that way after talking to the battalion commander or XO, they were 'apathy' DEP losses."

Although 'money for college' ranked first among enlistment motivators in the last New Recruit Survey, and



Edward Sheeler is fingerprinted by SGT Danette Duffy during MEPS processing.



Lesson number one — 'hurry up and wait' — is learned first at the MEPS.

patriotism was third with 12 percent, the next survey of recent recruits may find a different balance.

"College money came up in conversation, but not as much," Gossett said. "In fact, sometimes I'd say, 'You're eligible for the Army College Fund,' and they would say, 'That's nice.'"

USAR guidance counselor SFC Timothy Pickett estimated that 98 percent of the Reserve applicants he worked with in the Chicago MEPS were there for patriotic reasons. "During ODS the younger, split-training USAR applicants were declining, often because of parental influence. But the high school grads who showed up were asking to get into a deployable unit, not looking for money for college."

Patriotic veterans turned out in droves during ODS, and though many were disqualified before the guidance counselor stage of enlistment, eligible prior service applicants had a variety of opportunities.

Option 30, a two-year enlistment for prior service applicants, was authorized. But some guidance counselors said rather than two years, prior service applicants wanted 20. "Ninety-nine percent of my PS applicants were sorry they didn't re-enlist and wanted to resume a career," Gossett said.

SFC William Vega said PS applicants sought career advancement, skills and education. And during ODS, Vega was usually able to oblige his PS applicants.

"There were more options and locations coming up for PS on my screen. Some MOSs came up that I had never



The guidance counselor verifies packet information with the applicant in his office.

seen available to prior service," Vega said. "And when I called headquarters asking for a job that wasn't available on my screen, most of the time they obliged."

Retraining for prior service alpha applicants opened up during second quarter FY 91. Prior service enlistments accounted for 10.6 percent of all active Army accessions during February 1991, nearly twice the prior service percentage of the same time last year.

Still, many were turned away. During ODS, guidance counselors reported "walk-ins"—veterans coming to the MEPS, paperwork in hand, ready to enlist without having seen a recruiter first.

On January 17, most of America was glued to media coverage of Patriots intercepting Scud missile attacks on Saudi Arabia. Some of those Americans did more than listen and worry. On January 18, guidance counselor shops around the country were stormed by patriots eager to become the smart soldiers behind the smart weapons.

Diane Richardson



Combat recruiter returns

USAR recruiter volunteered to go with his troops to Operation Desert Shield

Driving into Aberdeen, South Dakota, on Highway 12 is not unlike driving into most towns of its size in the Great Plains region of the United States. However, since the beginning of Operation Desert Shield, and then Desert Storm, the highway has taken on a new look. The road is ablaze with yellow ribbons. Every tree, every street sign, light pole, mail box and any other object that a yellow ribbon can be tied to sports this symbol of welcome to U.S. military service members.

This northeastern South Dakota town, population 26,000, and the surrounding area is home to 180 men and women of the Army Reserve's 452d Ordnance Company, some 70 soldiers in the South Dakota National Guard's 740th Transportation Company, Detachment 1, and numerous active duty service people. Both Aberdeen's Army Reserve and National Guard units were called to duty in the Persian Gulf.

'I would have felt like a heel if I didn't go — recruiting all those people and getting them sent off someplace like that'

One of the first of the Reservists to return was a soldier who didn't have to be there. SFC Thayne E. Wika, the U.S. Army Reserve recruiter in Aberdeen, volunteered to be attached to the 452d. He returned to Aberdeen on March 19, after his 180-day attachment was up. Wika, 38, is largely responsible for enlisting most of the members of the 452d Ordnance Company. A native of Raymond, S.D., a town of about 80 people located 60 miles southeast of Aberdeen, Wika estimates he has put about two-thirds of the 452d's soldiers in boots.



SFC Wika (far left) and some other members of the 452d Ordnance Company gather socially in the unit bunker in Saudi Arabia. (Photo by 452d Ordnance Company)

When the 452d was mobilized for Operation Desert Shield, Wika was under no obligation to go with them, but he felt he owed it to the unit. "I would have felt like a heel if I didn't go—recruiting all those people and getting [them] sent off someplace like that," he said. And these were not just casual acquaintances, people Wika met during the enlistment process and never saw again. Wika says he knows everyone in the unit fairly well. He has been a recruiter for the 452d since 1984 and had been a member of the unit himself before he became a recruiter. Wika has attended the 452d's drills nearly every month during his association with the unit, and often used the time to become better acquainted with unit members.

In September, Wika made the transformation from Army Reserve recruiter to magazine platoon section chief. After approximately a month at Ft. Riley, Kan., the 452d deployed to Saudi Arabia. Their first duty after arriving was to unload ammunition from incoming ships. They then moved to a new location, outside of Hafar al Batin, a town about the size of Aberdeen located about 50 miles south of Iraq and Kuwait. Their mission was to set up an ammunition supply point (ASP) for the 1st Cavalry

Division. Wika describes the ASP as a "7-Eleven for ammunition," supplying a variety of small arms, tank and artillery ammunition. Supplying ammunition to the 1st Cavalry Division in a desert setting is a mission the 452d is quite familiar with, having trained with the unit at Ft. Hood (Texas), Ft. Irwin (Calif.), and Dugway Proving Ground (Utah).

Their living and working accommodations consisted of tents, which Wika was grateful for, and a bunker for protection from Scud missiles, which Wika was even more grateful for. Wika said they experienced two close calls — one Scud was shot down by one or two Patriot missiles over their ASP. It was "during the day, it looked like two big contrails up in the sky, with a big explosion," he said. "Stuff fell down outside our ASP berm." In another attack, parts of a Scud hit about 10 miles from the 452d ASP, destroying part of a building.

Wika said he couldn't gripe about the living conditions. "We had GP (general purpose) medium tents with electricity, cots and mattress pads," he explained. "The food wasn't that bad. Toward the end, we got a hot breakfast and a hot supper every day." Wika said they ate a lot of MREs, depending on where the unit was and how



The 452d Ordnance Company's encampment, located outside of Hafar al Batin, Saudi Arabia. (Photo by Thayne E. Wika)

fast it was moving. The unit also got showers on a regular basis.

"The weather was warm the first two or three weeks, and then got progressively colder." Wika said the temperature ranged from 40 to 80 degrees Fahrenheit while he was there.

The 452d's activity level varied from boredom to intense activity. During the slow times, they played cards and volleyball, and Wika wrote a lot of letters to his wife Stephanie, seven-year-old son, Jeb, and three-year-old daughter, Cenah. The letters, each numbered, totaled 44 by the time Wika came home.

The terrain in South Dakota is typical of that of the Great Plains vast expanse of flat land as far as the eye can see, seldom broken by natural or man-made objects. But Wika said there was no comparison between the geography of South Dakota and that of the desert of Saudi Arabia and Iraq. "Here [in South Dakota], there are enough terrain features that you don't get lost very easily," he said. "There, it's just sand and blue sky, there is no way to navigate by terrain features. That desert will screw you up bad."

When the ground war started, Wika was part of

One day a Scud was shot down by a Patriot missile over their ammo supply point

***'It's just
blue sky and
sand—there
is no way to
navigate by
terrain fea-
tures. That
desert will
screw you
up bad'***

a group that received a new assignment. "We were supposed to set up an ammunition supply point approximately 125 miles inside Iraq," Wika explained. They crossed into Iraq at night. "I suppose I was a little scared, apprehensive—we didn't know what was going to happen."

Following 5-25 kilometers (3-16 miles) behind the 1st Cavalry Division, "we convoyed with about 80 5-ton trucks and deuce-and-a-halves to get where we were going. There were no roads and the best we could do was about 10 miles per hour." Wika said there were a lot of breakdowns because of flat tires and overheated engines. Despite the problems, they moved more quickly than they had anticipated. Because they encountered minimal obstacles and no enemy resistance, "We expected to take three to four days to clear the berms, but it only took two to three hours," Wika said.

By the end of the first day, the convoy was 100 miles into Iraq. Although they didn't see the enemy, it was apparent that there had been fighting earlier. At times they were close enough to the 1st Cav that they could hear shooting and "we saw destroyed trucks and artillery batteries, and a lot of our [ammunition] projectile casings were laying all over," Wika said.

Before they could set up the new ASP, the war was over. Wika first heard the news, like most people, on Cable News Network. "We took some commo wire and made an antenna for a Walkman and listened to CNN, where we heard it was all over," he said. "After about a day, day-and-a-half, we got orders to return." In all they spent four days in Iraq, somewhere south of Basra, as near as Wika can figure.

Wika said there was not a lot of celebration when the 452d found out the war was over. "The mood was one of relief," he noted. "Everyone was tired of reading labels and counting ammunition. They wanted to know when they were going home."

Because Wika was only attached to the 452d, he returned home before the rest of the unit, which is scheduled to return to the U.S. in mid-April.

As a Reserve soldier, one of the things Wika gained from his Persian Gulf duty was an extremely favorable impression of Regular Army soldiers. "I was really impressed quite a bit by what I saw of the 1st Cavalry Division, the Army and its equipment," he observed. "The infantrymen and the armor soldiers were very good—they were intelligent and much better quality than when I first went in." He added that they were all proud of the jobs they had and with their proficiency in performing their jobs.

Wika has no regrets that he volunteered for Operation Desert Storm, but he is happy to be back home with his family, his mules and recruiting. "I'm glad to be back," he said. "I've had about six months of vacation here; now it's time to go back to work."

Bob Vrana, Omaha Bn A&PA



Wika got into trouble one day when he took a joyride on a camel that happened near their compound. A horse and mule lover since childhood, Wika owns four mules and was a horse-shoer for two years at Fort Campbell. Unfortunately for Wika, one of the witnesses to this joyride was his battalion commander. The camel, pictured above, provided Wika's first and last camel ride, and was released unharmed. (Photo by Thayne E. Wika)



Wika spends some valuable time "catching up" with his wife, Stephanie, and daughter, Cenah. (Photo by Bob Vrana)

The Test

1. DEP loss of a courtesy shipper is subtracted from the _____.
A. Original recruiter of credit.

B. Parent unit.

C. Both of the above.

D. None of the above.

2. One feature of LEADS is that it enables recruiters to have the capability to add input into the system. This is done _____.
A. Using USAREC Form 200-2B.

B. Using USAREC Form 200-2C.

C. On a monthly basis by the recruiting station commander.

D. Through the battalion Training Section.

3. Before gathering any data from the prospect for entry onto USAREC Form 200-C, the recruiter must _____.
A. Establish rapport.

B. Determine needs and interest.

C. Provide the individual with Privacy Act Information.

D. Prequalify.

4. Priority of leads from the Lead Evaluation and Distribution System will be determined by _____.
A. The station commander.

B. The CLT with input from the station commander.

C. Battalion policy.

D. The commanding general, depending on the needs of the command.

5. Telephonic police records checks may be authorized by _____ when a waiver is not required.
A. Station commander.

B. Guidance counselor.

C. Recruiting first sergeant.

D. Battalion sergeant major.

E. All the above.

6. All appointments should be scheduled within _____ of the prospect's agreement to a sales interview.
A. 7 days.

B. 48 hours.

C. 5 days.

D. 3 days.

7. Who has the authority to disapprove a moral waiver?
A. Recruiter.

B. Station commander.

C. Company commander.

D. All the above.

8. The Planning Guide is organized into _____ sections.
A. Three

B. Five

C. Four

D. Two

9. Travel time to and from an appointment should be annotated in your planning guide.
A. False

B. True

10. The names of ANC applicants will be entered in _____ on the front cover of USAREC Form 815 as their packets are submitted.
A. Ink.

B. Pencil.

C. Either ink or pencil.

D. They are not entered on this form.

11. What is the required waiting period before a waiver request may be submitted for a juvenile applicant with 15 days of confinement?
A. 15 days.

B. None required.

C. 180 days.

D. Minimum of one month, maximum of three months, as determined by the battalion commander.

12. 200-C cards on individuals who are members of the RA DEP will be maintained in division _____ of the Prospect Data Record File System.
A. III

B. IV

C. II

D. V

13. USAREC Form 988 will be initiated after initial contact with a _____ or _____.
A. DEP; referral.

B. Referral; lead.

C. VIP; COI.

D. DEP; LEADS.

14. USAREC Form 988 will be maintained in what division of the Recruiting Station Files?
A. VII

B. III

C. VI

D. VIII

15. Who is the approval authority for an applicant who has three or more other adverse dispositions within five years of processing for enlistment for driving while intoxicated, drugged, or impaired?
A. No waiver authorized

B. CG, USAREC

C. CG, PERSCOM

D. Battalion commander

The way I see it . . .

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instruction on the back of this form, postage free. Please be as detailed as possible when citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



Teamwork: Working together as a team we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the U.S. Army Recruiting Command Chief of Staff, Fort Sheridan, Ill.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT SHERIDAN, ILLINOIS 60037-6000

OFFICIAL BUSINESS



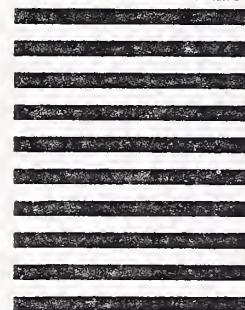
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Commander
U.S. Army Recruiting Command
ATTN: RCCS (Chief of Staff)
Fort Sheridan, IL 60037-6020



Fold here first

Mission shock

Even as a patriotic fervor swept the nation, parents of high school seniors were busy teaching USAREC personnel a lesson they already knew — stick to basics. While the graduate and prior service markets were responding well during Operation Desert Shield/Storm, parents of high school seniors were adopting a “wait and see” attitude toward Army recruiting.

In July 1990, amidst often astonishing world events (see Recruiter Journal October 1990 issue), the Army was selling well with the “spirit of peace” in the air. At that time, USAREC forecasted a February 1991 GSMA workload of 8.3 appointments needed for one contract. Then Saddam Hussein’s Iraqi armed forces invaded Kuwait, and the U.S. went into a war watch. February’s forecast, considering Desert Storm effects, yielded a higher workload of 13.4 appointments necessary for one contract, a 60 percent higher GSMA workload. Bottom line: it’s harder to recruit!

Since August, recruiters have been reacting to a variety of forces that have impacted strongly on their ability to do the job the USAREC commander congratulated them for in FY 90. The effects of build-down and budget cuts mean that the recruiting force was 17 percent less than a year ago, now under 5,000 recruiters and approaching the build-down target of recruiters. Also under build-down, 100 percent of the sub-station and 87 percent of the station closures were completed, with personnel moves, rezoning and recruiter support flux causing production turbulence.

Thousands of miles away from the Persian Gulf, three desert effects were also impacting on the recruiting force: parental heat, a wait-and-see attitude, and mission shock.



President Bush addresses the troops in Dhahran on Thanksgiving Day 1990. (Photos by Cathy Haston-Hilger)

And it wasn’t just the GSMA market that showed these effects. USAREC found that nurses and parents of grads were also expressing their concerns more vigorously, and applicants were deferring to their parents’ wishes.

Recruiters across the country reported an increase in parental heat. Seniors, supported by their parents, were in no hurry to go to war. When commenting on Desert Shield/Storm trends, CPT Gary Minadeo, HQ USAREC Program Analysis and Evaluation, said, “Parents were so involved, so concerned in their children’s choices, more than they had been before [Desert Shield]. It wasn’t a lack of patriotism, but rather a very natural concern for their children’s safety in a time of conflict that caused them to say, ‘Let’s just wait and see.’”



(Left) SSG Ronald Piper of the 724 Trans Co, Peoria, Ill., shares tea with Saudi workers.

(Below) SPC Terence Sykes, 180th Trans Co, Muskegon, Mich., secures the tie-downs on an M915 tractor in Kuwait.



Even when they understood that it might be a year or more before that son or daughter would be deployable, after DEP time, basic training, and advanced individual training, parents were stalling.

By October it was apparent that USAREC was suffering from a sort of mission shock. The senior market was very tough, particularly GSMA. October was a critical time for recruiters—with mission adjudication set in July before Kuwait was invaded, recruiting was traditionally front-loaded in October. Their mission was tough, and their markets were tentative, but MG Jack C. Wheeler, USAREC commander, put out that he had faith in the force that broke records last fiscal year.

In response to Operation Desert Shield, managerial actions were taken in October to focus on a “quick ship mission” rather than on allowing individuals to contract 365 days out and potentially entering active duty when their skills might not be needed. The intent was to fill some units that were already in the build-down process.

As a result of this managerial change and excellent

DEP management by recruiters, the accession mission exceeded the overall USAREC objective by 1,200.

In November, the countdown toward war had started. Current events factors were forcing recruiters to re-evaluate their methods and go back to the basics. Recruiter training and professionalism led to the decision not to avoid talking about combat with parents and applicants, a decision that started to pay off in January.

While waiting and seeing, parents were also listening. Given the time to defer their decision, parents followed the general trend of the retail market in which consumers were buying smarter after comparison shopping. Army advantages, options and opportunities were attractive, and even if parents were still hesitant, at least they were listening. As if hearing the information for the first time, parents seemed surprised and impressed by the good deal the Army has to offer: money for college, skills training and preparation for civilian life after service. A quality pool was being built up.

Meanwhile the accession mission was being met. Recruiters were spending a lot of time with their DEP members and their parents. Nationwide the expectation was that, if we had to go to war at this time and in this place, it was going to be a brief war. Although expert testimony varied before Congress, the military was convinced this war would be over in a matter of weeks.

USAREC altered its strategy, allowed substitutions and emphasized its changing market picture. Even though events in the desert were having a negative effect on the GSMA market, the graduate market and prior service market were responding well. Recruiters reported a high degree of interest from prior service, even from those veterans who could no longer qualify because of their age.

The recruiting force entered January knowing that the senior market was still very tough, with more applicants having to test to make contract mission. However, seasonal bonuses for quick-ships continued, the prior

service cap was removed, and the "B" cap was increased. Also the Murtha option was reinstated at this time. With the commencement of the air war on January 16, all advertising was taken off the air.

By the time actual hostilities involved U.S. forces, the recruiting force was beginning to recover from its mission shock, as recruiters adjusted their market strategies to the current market. With the beginning of the war on January 16 came a surge of support for the military. While the seniors remained tentative, the grads and prior service responded well — the January accession mission was exceeded by 816, February's accession mission was exceeded by 967.

The swell of support for the troops has helped recruiters as more walk-ins are processing from the grad and prior service market. Additionally, some of those who had previously elected to wait decided to join after seeing the success the military was enjoying in this major deployment. It was time to tap that quality pool that recruiters had so carefully been building.

Lessons learned? First and foremost is the fact that the Army has a dynamic recruiting force. "We've got good, smart recruiters out there," says Minadeo. "Here at headquarters we just had to let them do what they know."

"Recruiters are extremely professional individuals," Minadeo continued. "On the whole, they are probably more overachievers than anything else. When things start to go wrong, they wonder 'Is it me?' We have to tell them to rely on what they know."

Minadeo also reports that there were tremendous pressures on recruiters during Operation Desert Shield/Storm. "Mission high, gotta work harder, build-down pressures,

budget dollars lost, 'the rumor influence,' closures, rezoning, no time to shop for Christmas, kids getting yelled at at school because Dad's a recruiter — what a nightmare!"

Minadeo refers to the desert effects as a magnifying glass. "Desert Shield and Desert Storm brought everything we do into focus, but it also produced hot spots that we had to deal with."

DEP management was a key concern in keeping applicants in the DEP. Recruiters put extra emphasis on speaking specifically with parents, explaining the process, the benefits and the timing. As a result of this increased effort combined with the seasonal bonus and the success of the air war, the DEP loss for December was 30 percent lower than expected. The last-minute DEP loss (within 14 days of ship date) for January 1991 was lower than it was in January 1990.

Another lesson learned was not to push too hard and the importance of being up-front and honest with parents. "Parents may tell their children not to sign up now, but they will remember that if you told the truth about combat, you are also telling them the truth about the benefits. When the combat is over, they will remember your honesty," says Minadeo.

Mission shock was a new phenomenon to many recruiters. The bottom line here was that Army recruiters came off of a record year, expecting to reap the benefits of "a generation of peace." Instead they found themselves in the center of controversy with a high mission and the main market drying up. Recruiters who relied more on "ways that worked" for them rather than the basics quickly found themselves out on a limb; rapid readjustments were made to get back on track.

Build-down and budget cuts are still present and magnified by Desert Shield pressures, but the early success of Desert Storm provided a warming of attitudes toward enlistment. As the recruiting force re-enters the senior market, the second quarter accession mission was exceeded by 2117. As recruiters found themselves going back to the basics and working out new strategies to deal with the changing market, they have discovered their own foundations were strong. Going back to the basics provides recruiter stability — same as always.

Kathleen Welker



Greetings sent from well-wishers Stateside.



Members of the 915th Trans Co wait for equipment to arrive in port in eastern Saudi Arabia.

Tell us about it.



Kapiolani (Hawaii) RS after a demonstration (Photo by Ray Graham)

"One day I received a phone call from a very ancient-sounding man and he asked the max age to enlist. When I told him it was thirty-five, his response was "[expletive deleted]" and he hung up." — MAJ Jon Hubbard (Brunswick Bn)

"The local VFW formally presented me with a banner that said 'WE SUPPORT OUR TROOPS'." — LTC Wayne H. Stephens (Columbus Bn)

"Someone broke a window in my office, but then a gentlemen left money at the coffee shop across the street for my men to get coffee and donuts. I guess he felt bad about what was done to my window." — CPT Bobby McQueen (Philadelphia Metro Co)

"In December we had a father go out and get a lawyer to get his son out of DEP." — 1SG Alex Pearson (Pontiac Co)

"I went out on a house call with one of my recruiters and the

son was not present, but Mom was very welcoming and continually told us what a great job we were doing in the Middle East. She told us we were more than welcome to employ her son in the Army." — CPT Carl Sublett (Richmond Co)

"One Friday a female and made an appointment, came in and spoke to a recruiter. Later a second female came in to volunteer to go to Iraq to talk to Saddam Hussein about peace. About a half an hour after both females had left, the first female returned with 25 protestors. They laid on the floor, took pictures, and finally the police had to be called to take them away." — CPT Alan Blanchard (Iowa City Co)

"A lot of support groups held on to each other pretty tight." — CPT John Wasson (Fargo Co)

"Devil's Lake RS had 300 (1 out of 4) people from one recruiting zone go to the gulf." — 1SG John Patterson (Fargo Co)

"I was astonished by support of the community, considering it is a very difficult area to recruit in." — CPT Joshua Montgomery (Plano Co)

"Tennessee had more Guard and Reservists deployed than any other state in the country. The whole state really came together to support families of the service members deployed. One event that stands out with me drew 15,000 people to a local park to show support for Desert Storm." — LTC Kent Cluever (Nashville Bn)

"When the 101st Airborne deployed out of Fort Campbell, they convoyed down Interstate 24 and the local radio stations got on the wire and got the people out. There were thousands of people along the convoy route, on overpasses and at rest stops, saying farewell to the troops by waving flags and banners." — SGM Kim Starr (Nashville Bn)

"We had a lot of nonqualified people who assumed that, just because there's a war going on, we were *drafting* everybody and anybody — not true."

— SSG Thomas Stenson
(Knoxville East RS)

"We had a Molotov cocktail thrown through our window."

— SSG James J. Sears
(Framingham RS)

"Our battalion provided a lot of assistance to families. A lot of service members failed to leave proper Powers of Attorney with their families." — SFC Ronnie L. Jackson (Raleigh Bn)

'About 236 phone calls the first day of the air war'
— SFC Roy Steventon (Las Vegas West RS)

"I recruit at the University of North Carolina, Chapel Hill, and I recruited a lot of four-year grads and had professors, doctors, and lawyers who wanted to come aboard during the event." — SSG Mark A. Blankenship (Durham RS)

"We had a number of non-citizens wanting to join the military and serve. We got a letter from a man in England asking how to join the Army. On the other hand, we also received half-a-dozen calls a day, mostly from women, asking if their kids were going to get drafted and how to get out of it." — SFC Gerd Hoffman (Pasadena RS)

"I had a congresswoman protest in front of my station and after this happened, recruiting declined — for almost 6 weeks, things were very slow. We need to get more in touch with community politicians and politicians need to be better educated about the military." — SFC Stephen J. Lawler (Hyde Park RS)

"I learned recruiting in the quality market pays off and it showed on the battle front." — SSG Dale Quam (Los Angeles Bn)

"We gave out bolts of yellow ribbon at the recruiting stations. Except for Fort McCoy, Wisconsin doesn't have any military installations, but there was tremendous support." — MAJ Patricia Stoneham (Milwaukee Bn)

"Phones ringing off the hook with people wanting to support the effort." — SSG Larry Readdy (Plainfield RS)

"I worked with the Red Cross support groups giving talks. I even took MREs to show families what the troops were eating over there. Our battalion sent boxes to the troops, one of the boxes included a flag from the state capital." Travis Holden (Des Moines Bn)

"The parents were more negative than the kids. The parents were thinking more of the Vietnam era." — SFC Levon Burton (San Fernando RS)

"I had mixed feelings at the beginning and felt I could have done more if I had been there [Saudi Arabia] and not here." — SGT Michael Jayent (Sacramento Bn)



"There were about 15 protesters that would gather on the steps of the Federal Building each night, but they were outnumbered 4-to-1 by pro-support demonstrators on the other side of the street."

— SFC Roy Steventon (Las Vegas West RS)

"Recruiting was affected negatively only to a point — obviously some people were hesitant about joining because of the war; however, the biggest problem was the impact on the recruiting force. They were in shock and were not prepared to deal with the public reaction to war." — 1SG Mitchell Bowden (Sarasota Company)

"We had someone try to put a brick through a recruiting station window, but they had bad aim and that brick ended up going through the IRS window next door." — MAJ Jon Hubbard (Brunswick Bn)

'Patriotism is out there and it makes me feel good to be an American soldier.' — SFC Stephen Vaughn (Melbourne RS)

Attack of the Killer Virus

chapter two

"If viruses are supposedly such an epidemic, why haven't I heard of anyone getting one?"

There are several reasons people give for not reporting. Let's review each one to see the error of their ways.

1. Not aware of it. Many times people assume virus activity is either a "quirk" of the system, operator error, or just something that happened.

End users need to know if their machines are acting "funny." Some of the things to watch for are:

- System hang-ups. The system just stops.
- Repetitive file or data loss.
- Repetitive unexplained file or data alteration.
- System appearing to slow down or to take longer than normal to do normal work.
- Strange words, messages or pictures appearing on the screen.

If you're not sure, call your IMO.

2. "I can fix it. Don't worry, I'll get the virus off, and we won't have to tell anyone."

Although this sounds like the perfect solution, it generally causes more problems than it corrects. Manual removal requires knowledge of that particular virus to include mutations, as well as knowledge of the operating and application systems. If the virus is not removed correctly, not only will you reinfect your system, but you may also infect previously clean back ups. Even automatic virus removal programs may be ineffective as viruses have been altered. There is even a version of "flu shot" (a virus removal program) that has been reprogrammed to contain a virus. This contaminated version has been passed off as public domain and was available on electronic bulletin boards. The real FLU SHOT is available from the manufacturer.



3. "Let's ignore it. If we don't think about it, maybe it won't bother us."

A virus in a computer does not "run its course" and go away on its own. It only gets progressively worse and causes more and more damage.

4. "I didn't know I had to report it. Even if I did know, I wouldn't know who to report it to."

Suspected and actual virus attacks must be reported to your IMO. This serves not only to get the virus properly cleared out, but allows us to track active viruses.

What do I do if I get a virus?

First, shut off your machine and do not allow anyone to use it until it has been sanitized. Have available:

- The original software for everything on your machine. This includes systems software (MS-DOS), applications software (Enable, Harvard Graphics, etc.), and any utilities you have.
- Your backup files of your data.
- All floppy diskettes that have been used on that machine.
- A list of other "possible" machine infections (from exchange of floppies).

Call your IMO or the Inspections and Assistance Branch at HQ USAREC (extension 3908).

Many people underestimate the value of their information, so they will not properly protect it. Try going one week without using your machine. Your dependence becomes apparent relatively quickly. Just use authorized software and back up your data.

SFC Tom Sosebee, HQ USAREC IM

Making an unauthorized commitment

Don't do it

SGT Jones submitted a purchase request to his supporting contracting activity to buy twill mesh caps for his battalion. He called the contracting activity to see if the order had been awarded. He was informed that the caps had been bought and was given the purchase order number. SGT Jones then called the XYZ Corporation, which had supplied the caps previously, and told their representative that an order had been awarded and gave them the purchase order number.

Several weeks later SGT Jones received a shipment of caps from the JLM Company. He also received a shipment of caps from the XYZ Corporation. When he looked into the double shipment of caps, he discovered that the contracting activity had purchased his order from JLM.

The contracting activity ordered the caps from the JLM Company because they were cheaper. When SGT Jones gave the purchase order number to the XYZ Corporation, he made an unauthorized commitment.

The purchasing agents and/or contract specialists working for contracting do not always buy your requirements from your suggested source. Because the contracting activity has more experience in purchasing, they generally know which company can supply the requirement at the lowest price to the government.

An unauthorized commitment is the purchase of goods or services by a person who does not have authority to make a purchase on behalf of the government. The primary rules concerning unauthorized commitments are that only individuals who have been specifically authorized to purchase goods and services by issuance of a "warrant" of contracting authority may act on behalf of the government. No person within the Recruiting Command is a warranted contracting officer. SF 44 Ordering Officers are appointed by a warranted contracting officer.

Committing the government to an expenditure of funds without proper authority is a serious matter. Individuals committing unauthorized procurements are subject to disciplinary action under the provisions of USAREC Regulation 715-1 and the "Antideficiency Act." The Act is actually a number of federal statutes prohibiting federal officers and employees from making or authorizing commitments in excess or advance of an appropriation. Administrative disciplinary action can include removal, and criminal penalties of a \$5,000 fine, imprisonment for 2 years or both. The fact that a violation was not willful

means only that it did not constitute a crime, not that it does not warrant disciplinary action. Circumstances such as "a heavy workload at year-end" or an employee's "past exemplary record" generally are relevant only in determining the appropriate level of discipline, not in determining whether discipline should be imposed.

Example: A battalion holds the annual training conference at a hotel without a contract being awarded. The charges total \$32,264.82. The amount paid by the government when the unauthorized commitment was ratified was \$28,365.74. The individual who committing the government could be liable for the balance of \$3,899.08 that was not ratified.

Why didn't the government ratify the entire amount since the government received benefit from the conference? The services that were not ratified included meals for wives and dependents, wine, service charges, speakers and promotions constituting entertainment, babysitting fees, and expenses that should have been reimbursed on a travel voucher since participants attended the conference on travel orders. Appropriated funds cannot be used to pay for these types of services.

The best way to avoid unauthorized commitments is to use common sense and to plan ahead. Contact your supporting contracting activity to be sure they have received your purchase requests and awarded the contract. Ask to whom they have awarded the order before contacting any vendor. Aggressive action at the beginning of the procurement cycle is of greater benefit to the customer than discovering that your request for the required supplies or services was never received or has not been worked by your supporting contracting activity.

If an emergency situation arises, seek guidance from the contracting activity and your chain of command if time is available. If unable to make contact, call immediately on the first business day following the occurrence.

Most unauthorized commitments are a result of poor judgment and planning. If an unauthorized commitment does occur, contact your supporting contracting activity immediately to start the necessary corrective paperwork. Failure to process unauthorized commitments in a timely manner gives the government and the Army a bad name in the civilian community. It can also result in congressional and presidential inquiries.

Darlene Hainer, HQ USAREC Resource Mgmt (LO)

Stay in School proclaimed

West Virginia Governor Gaston Caperton issued a proclamation declaring the week of March 4, 1991 as "Stay In School Awareness Week," in support of the U.S. Army's Stay In School/Stay Off Drugs educational campaign.

BG Alfonso Lenhardt, Deputy Commanding General (E), U.S. Army Recruiting Command, Fort Sheridan, Ill. accepted the proclamation from the governor and Dr. Henry Marockie, State Superintendent of Schools, on behalf of the Army recruiters in West Virginia.

Several state newspapers and television stations carried a news report of the ceremony and as a result numerous calls have been received at recruiting stations supporting the Stay In School program

and voicing pride in West Virginia's support of the military.

During the photo opportunity the governor took time to talk with General Lenhardt, sharing personal backgrounds, educations and talking about the Stay In School program. This helped to solidify the governor's support of the program and showed those in attendance that this program was worthy of their full support.

The Stay In School education campaign was introduced in March 1989 in the 12 southeastern states of the U.S. Army 2d Recruiting Brigade (Southeast), Fort Gillem, Ga. The program was so well received by educators in the southeast high schools that the campaign was expanded to the USAREC Stay In School/Stay Off Drugs campaign and was distributed to cover the entire United States in August 1990.

Jerry Patton, Beckley Bn A&PA

Governor-Gaston Caperton and BG Alfonso Lenhardt discussed the Stay in School program and West Virginia support of the military. (Photo by Jerry Patton)



COL Joe Simek and COL Art Dean support the troops in Saudi Arabia.



(Photo by Cathy Haston-Hilger)

RSC cinema support

The U.S. Army Support Command (RSC) cinema vans and cinema pods are proven "school busters" and lead producers.

Both vans and pods carry ten or more multi-image slide presentations. More than half are Army oriented, but the others, the four educational shows — what we call the curriculum support shows — are the ones that get your foot in the door of the hard-to-penetrate school.

Why? Teachers are always looking for new and different ways to get their subjects across. For instance: Seniors are required to take a government course, and juniors are required to study American history. The RSC has shows that dovetail with those requirements. The government show is called "We Are America's Future." The history show is called "We The People." Both are short—the government show is 15 minutes—cover the subject and are lively enough to keep your audience awake.

At some time in high school, every student has to take English—and some college-bound students have to take a foreign language. For them, we have a new communications show, "Watch Your Language!" It is entertaining as well as informative. For the science and math set, we have a show that gives relevance to those subjects called, "Science and Math: It's Worth It!"

Where can you learn more about the vans and pods and how to sell the shows they have to counselors

and teachers? Here is a list of some of the tools that are already out in the field and can do the job for you:

"Recruiter's Guide to RSC Assets" is a nifty full-page sized brochure with small pictures of every asset in the RSC inventory and description of all of the shows. It is given to every recruiter during your respective recruiter course at Fort Benjamin Harrison.



"An Educator's Guide to Recruiting Support Command Multi-Image Shows" is 26 pages of typewritten, double-spaced copy that gives a synopsis of every show in the RSC inventory and a brief quiz on information contained in each show which can be used by educators. These are at the company level.

Advance Packets are shipped to your battalion A&PA sixty days before the assets come to your site. Advance Packets have a full-color RSC brochure; stickers that describe all of the shows — Army- and curriculum support-oriented; posters for either a cinema van or pod and the walk-through high technology exhibit van (which does not carry any of the multi-image shows on board); and a packet of information on the asset you will be receiving: a list of space and size requirements, a stack of news releases for every show, and

a letter to the faculty which you can duplicate for use in your schools.

Advance Books: In 1987, the RSC sent out a desk-side briefer that could be used to show what an RSC asset was and why a school should want it. They went down to the battalion A&PA shops.

The RSC is currently working on a brand new version of the Advance Book and updates to the "Recruiters Guide to RSC Assets."

The new Advance Book will combine the best parts of all of the above. It will be sent to the company level and will have: an 8"X10" collage of pictures and a page of description for each asset in the RSC inventory; a shortened, slicker version of just the educational portion of "An

Educator's Guide to RSC Multi-Image Shows"; and a letter to the faculty which you can use at the school. We expect the Advance Book to be out in the field soon — for use in the next school year.

Any and all of the above items will do the job of telling you how and what everything at the RSC is and make your job of selling and our job of providing the support that much easier.

If you have any questions about any of the assets and how to use or sell them, call the people in the Concepts Development and Promotions Division, AUTOVON 284-6670 or 6093, commercial (703) 274-6670/6093, or toll-free 1-800-356-3344.

Play your cards right and the school will be busting down your doors to get these assets. Good recruiting!

A new American Red Cross program

Get to know us

The nation is in the midst of a wave engulfing entire communities, whether affluent or indigent. This torrent surge in America is . . . volunteerism. At the crest of this surging spirit are Army recruiting families teaming with American Red Cross Chapters.

Before the American Red Cross launched its recent \$30 million fundraising drive, it established a "Get To Know Us" program. While the fundraising drive placed emphasis on Persian Gulf-related humanitarian aid in the U.S. and abroad, the Get To Know Us program concentrated on providing a support base to military families, both immediate and extended family members, whose lives are affected by the military.

According to Kay Huff, program coordinator, the first Get To Know Us program was initiated at the Bluegrass Area Chapter in Lexington, Ky. Volunteers were needed to assist in various family support group functions and Lexington Company recruiting families took to the front lines.

"Now, more than ever, the American Red Cross is working more closely with local recruiters," said Huff. "Operations Desert Shield and Desert Storm have accomplished much more than bringing patriotism to the forefront of communities. It has bonded communities together with a purpose . . . a purpose to serve others."

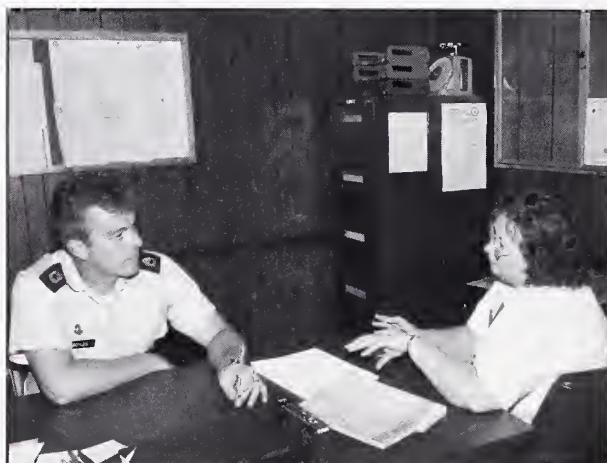
"Serving others is nothing new for recruiters or Red Cross workers," continued the program director. "The continuous joint effort of the two organizations is new. I like to refer to it as pioneering."

Huff has praised all the Lexington Company recruiters for their work at making the Get to Know Us Program a unified success. She is constantly acknowledging the arduous efforts and contributions of COL Jerry W. Ginn, USAREC chief of staff; COL Robert D. Enyeart, 2d Recruiting Brigade commander; LTC Emory G. Campbell, Louisville Battalion commander; CPT David A. Atcher, Lexington Company Commander; and 1SG Lonnie G. Trammell, Lexington Company first sergeant.

"There are numerous recruiting families that are constantly building to the program," said Huff. "Their names

may not highlight news articles, but their work has touched the lives of thousands. These volunteers truly are the 'hidden heroes' of the program."

Like pioneers, Lexington Company recruiting families began to dig in and render support to military and civilian communities when confronted with the mission from the Red Cross program coordinator. Whether it was in the



Kay Huff discusses the "Get to Know Us" program with Winchester station commander, SFC Michael Boyles. (Photo from the American Red Cross)

Get to Know Us program or family support groups, wives of Lexington Company recruiters began volunteering more of their time and efforts.

"Basically volunteers run the Get to Know Us program and only coordinate with the home office," said Sue Schott, Chapter Director of the Woodford County American Red Cross, Versailles, Ky. "Recruiters provide us with names of new recruits. We do a lot of interfacing with recruiters for exchanging information and ideas."

Knowledge of recruiting is nothing unusual for the Woodford County Chapter Director. Her husband, SFC Dwayne Schott is a Lexington Nurse Recruiter.

"Recruiters have more important things to accomplish rather than holding the hands of new recruit's family

members," said the Louisville (Ky.) native. "That's why interfacing with recruiters is beneficial between recruiters and the Red Cross. We are able to handle many family questions while recruiters carry on with their imperative tasks, duties and missions."

While the Get to Know Us Program assists families with a military connection, there are several family support groups adding to the growth and development of the recruiting community, supported again by recruiting families.

"I attended a few of the Get to Know Us Program meetings and learned a lot," said Heidi Clampitt, wife of SSG Karol Clampitt, Frankfort Recruiting Station. Her attendance at the meetings provided information she was able to pass along to other family support groups.

According to Clampitt, a recruiter's wife "does a lot on her own compared with other military wives." She credits that to recruiter husbands being away from home performing military missions. "Out here in the civilian community there are no local military installations a woman can easily access. By volunteering, a woman discovers a lot about life, including military programs."

Clampitt began volunteer work two years ago and currently assists new recruiter families get oriented into the civilian community.

Karen Wilson started her adventures into the volunteer world differently than many others. Her husband, SSG James T. Wilson, Winchester Recruiting Station, volunteered her. "Now I enjoy it because of working and meeting people."

Volunteering her time for the Lexington Company Family Support Group, Wilson types newsletters in the comfort of her home with a typewriter provided by the Red Cross. She doesn't believe excuses such as having children or only one family car should prevent a person from volunteering.

"I would tell anyone interested in volunteer work to go for it," said the resident of Mount Sterling, Ky. "Volunteer work is excellent experience. A person can use that experience as a stepping stone to future employment endeavors."

As the tide for volunteers continues to rise, the need for volunteer recruiting families will never diminish according to Kay Huff. "The Get to Know Us Program will always have room for those willing to share a part of their time and life with others. People are getting to know more about recruiters, military family members and the Red Cross thanks to the assistance of Lexington Recruiting Company members and the volunteer wives of recruiters," concluded Huff.

Ed Bala

Volunteer in action

■ Sue Schott has taken the reins of a different type in her native Bluegrass country. Instead of riding thoroughbreds in hopes of jockeying for a position in the Kentucky Derby, she revels in her recent selection as Chapter Director of the Woodford County American Red Cross.

On February 18th, while most Americans were celebrating George Washington's birthday, the wife of an Army recruiter moved from the ranks of volunteer to her official leadership role in the Versailles (pronounced Ver-sals) community.

Being a volunteer gave Schott working experience and built a foundation for her before being selected as a chapter director. She began volunteering for the Red Cross in January 1990 with the Bluegrass Area Chapter. As she recalls, her first task was stuffing and licking envelopes containing information for military connected families. She never dreamed such an assignment would one day garnish her a leadership role.

"The Red Cross provided a place for me to go and do some useful work that benefits the military," said Schott. "There was another recruiter's wife involved in the organization. I accompanied her to the office once and that got me started in volunteering."

The newly selected director credits much of her working success to her association with Army recruiting. "Being a recruiter's wife has been very beneficial," she said. "Being out in the community, I have discovered there are not many people who know the military jargon. Because I am a recruiter's wife, I am able to swap common military information with community leaders, benefitting many organizations."

"I think it's wonderful that my husband is a recruiter," continued Schott. "There's a lot of adjusting that must be done because of his profession, but it's helped me to see and experience a different type world."

The experience gained from being a recruiter's wife, as well as a volunteer, has netted Schott a full calendar of events. As well as taking care of her 12-year-old daughter, Marlena, she now ensures military families are provided emergency communications and veterans receive authorized benefits.

"Military and civilian families deserve blue ribbon service," said Schott. "I intend to always cheerfully volunteer that same quality service to my family and community."

Salutes

Rings

ALBUQUERQUE
SSG Joseph A. McCausland
ATLANTA
SFC Michael R. McAfee
BALTIMORE
SFC Rufus T. Pittman
BECKLEY
SFC Billy D. Rickman
SFC John C. Tharp
SFC Marshall D. Tipton
BOSTON
MSG Ricky J. Henager
SSG Herbert R. Lake
SFC Ernest Paiva
SFC Deirdre Woodsum
BRUNSWICK
SFC Richard J. Dionne
SFC Peter L. Fernandes

CHICAGO
SSG Terance W. Imbert
DENVER
SFC Michael H. Schoolcraft
HARRISBURG
SFC Harry R. Sowers Jr.
HONOLULU
SFC David W. Scruggs
KANSAS CITY
SSG Timmy C. McMichael
LOUISVILLE
SFC Roger T. Pierce
SFC Paul D. Priest
MILWAUKEE
SFC Armand R. Brunhoeber Jr.
MINNEAPOLIS
SSG Mickel A. Leathem
MONTGOMERY

SFC Charles L. Gudger
1SG Gary S. Ishmael
NEW YORK CITY
SFC Helen A. Butcher
OKLAHOMA CITY
SFC John E. Chatman
PHILADELPHIA
SFC Sung H. Lee
SFC Marguerite C. Mason
PHOENIX
SSG Carlos A. Johnson
SFC Robert J. Martin
SFC Donnie Nesmith
SFC Carole J. Townsend
RALEIGH
SSG Harry Hayes
RICHMOND
SFC Virgil W. Harris Jr.

SACRAMENTO
SFC Johnny R. Robinson
SALT LAKE CITY
SFC Ernset D. Frankforter
SAN ANTONIO
SFC Ralph Martinez Jr.
SAN FRANCISCO
SGT Fidel L. Balag Jr.
SANTA ANA
MSG Steven E. Peters
SSG Michael Snyder
SFC Charles B. Wilcox
SEATTLE
SFC Douglas M. Frederick Jr.
SSG Gayle A. McKenzie
ST. LOUIS
MSG Lawrence G. Boggio
SSG James O. Spence Jr.

Gold Badges

ALBUQUERQUE
SFC Jose Cheverez-Rodriguez
SSG Larry V. Richardson
ATLANTA
SSG Gaynelle Dumas
BALTIMORE
SSG Gerard J. Artesona Jr.
SSG Tyrone E. Henderson
SFC James F. Jarvis
SSG Mary A. Toussant
SSG Marshal Williams
BECKLEY
SGT Wesley L. Bennett
SSG John L. White
SGT Eric C. Wilbur
BRUNSWICK
SSG Jeffrey Ricker
CHARLOTTE
SSG Dale Hague
SFC Michael Holloway
SSG Charlene Olivaria
COLUMBIA
SGT Ginger L. Cribb
DALLAS
SGT Michael C. Crooms
SFC Phillip F. Johndrow Jr.
SSG Van Maryland
SFC Janice Mayer
SSG Grady P. Williams
DENVER
SGT David M. Marchand
HARRISBURG
SFC Harry M. Boyd
1SG Mark H. Bushnell
SSG Charles D. Eggers
SFC Robert W. Fortune
SGT John M. Heller Jr.
SGT Mark J. Mickey
SSG Robert Nash

HONOLULU
SSG Juluis W. Chan
JACKSON
SSG Anthony Billingsley
SGT Chester Getter
SGT Morris Judd
JACKSONVILLE
SSG Victor Alvarado-Rivera
SFC Romeayette D. Barnes
SSG Stephen Caron
SSG Thomas Fraguadadavilas
SGT Ricky V. Gray
SFC Robert Hockman
SGT Phillip Simmons
SSG Jeffrey Walthers
KANSAS CITY
SSG Billy R. Bell
SSG Lawrence E. Bradford Jr.
SGT Michael Hicks
SGT Rickie D. Taylor
SSG Douglas G. Ware
LITTLE ROCK
SGT Michael J. Williams
LOS ANGELES
SSG Michael W. Barber
SSG Robert Clapp
SFC Edward Martin
SSG Terry T. Winkle
LOUISVILLE
SSG Robert M. Hokey
MIAMI
SSG Jerry Morrison
SSG Denise D. Thompson
SSG Daniel Traywick
MILWAUKEE
SSG Robert A. Bell Jr.
MINNEAPOLIS
SSG Louis G. Filip Jr.
SSG David A. Skelton

NASHVILLE
SSG Terry Smith
NEWBURGH
SGT Gregory Lesane
SSG Wanda Y. Mack
SSG Paul A. Stieler
NEW HAVEN
SSG Bret M. Kane
SFC Rienza Seijo-Mercado
NEW ORLEANS
SGT Darwin K. Ammons
SSG John Dupilka
SGT Cleveland Lawrence
SGT Kathy A. Mackie
NEW YORK CITY
SSG Joe Albritton
SSG Michael W. Friend
SSG Michael A. Stevenson
SSG Lyndell Townsend
OKLAHOMA CITY
SGT Don M. Majors
OMAHA
SFC David P. Lazarus
PEORIA
SGT Samuel J. Bryan
PHOENIX
SSG Darlene G. Conner
SGT Michael G. Leavitt
SSG Morgan Moore
SSG Scott T. Pope
SSG Patrick M. Rohrberg
SSG Carla Stillwell
SSG Billy Sharpe
SSG Rodger J. Walker
PITTSBURGH
SSG Antonio B. Abin
SGT David I. Balch
SSG Leonard A. Taitt
PORTLAND
SSG Tony S. Moore

RALEIGH
SSG Jessie L. Cameron
RICHMOND
SGT William McFarlin
SFC Daniel F. Mountain
SSG Edward Williams
SSG Frederick J. Witt Jr.
SACRAMENTO
SSG Michael S. Bonfadini
SSG Geoffrey M. Boyd
SSG Timothy A. Ledoux
SSG Kenneth L. Lloyd
SSG William F. Morgan III
SALT LAKE CITY
SFC Jack L. Beckman
SSG David Brown
SAN ANTONIO
SSG Clifford E. Herring
SAN FRANCISCO
SFC Anthony J. Bell
SSG Willie J. Brantley Jr.
SAN JUAN
SSG Maria M. Molina
SEATTLE
SFC Joseph S. Hudson
ST. LOUIS
SSG Paul D. Armatoski
SSG David W. Burns
SFC William M. Delauter
SFC Robert D. Hardee
SSG Keith W. Seago
SGT Ronald T. Sorrells
SSG Daniel A. Torres
SSG Nathan Wallace
SSG Edwin D. Warden
SYRACUSE
SSG John V. Dixon
SGT David G. Post

RSC Touring Schedule

APRIL

Cinema Vans

ALBUQUERQUE Mar. 26 - Apr. 26
BECKLEY Mar. 26 - Apr. 26
CHICAGO Apr. 15-19
COLUMBUS Apr. 22-26
HOUSTON Mar. 26 - Apr. 26
JACKSONVILLE Mar. 26 - Apr. 26
LOS ANGELES Apr. 12-29
MILWAUKEE Mar. 26 - Apr. 12
NEWBURGH Mar. 26 - Apr. 26
PITTSBURGH Mar. 26 - Apr. 26
SANTA ANA Mar. 26 - Apr. 11
SEATTLE Mar. 26 - Apr. 26

Cinema Pods

ALBANY Apr. 15-26
BRUNSWICK Mar. 26 - Apr. 26
CINCINNATI Apr. 15-26
HARRISBURG Mar. 26 - Apr. 12
IN-HOUSE Mar. 24 - Apr. 12
RICHMOND Mar. 26 - Apr. 26
SACRAMENTO Mar. 26 - Apr. 26
SALT LAKE CITY Mar. 27 - Apr. 26
SANTA ANA Mar. 27 - Apr. 26
ST. LOUIS Mar. 26 - Apr. 26

High Technology Exhibit Van

SANTA ANA Mar. 26 - Apr. 24

May

Cinema Vans

DALLAS Apr. 30 - May 24
DES MOINES May 11
HARRISBURG Apr. 30 - May 17
JACKSONVILLE Apr. 27 - May 3
KANSAS CITY Apr. 30 - May 24
LANSING Apr. 30 - May 10
LOS ANGELES Apr. 30 - May 24
MILWAUKEE May 13-24
PEORIA Apr. 30 - May 10
PHILADELPHIA May 20-24
RECRUITING SPT CMD May 12-28
SALT LAKE CITY Apr. 30 - May 24
SYRACUSE Apr. 30 - May 24

Cinema Pods

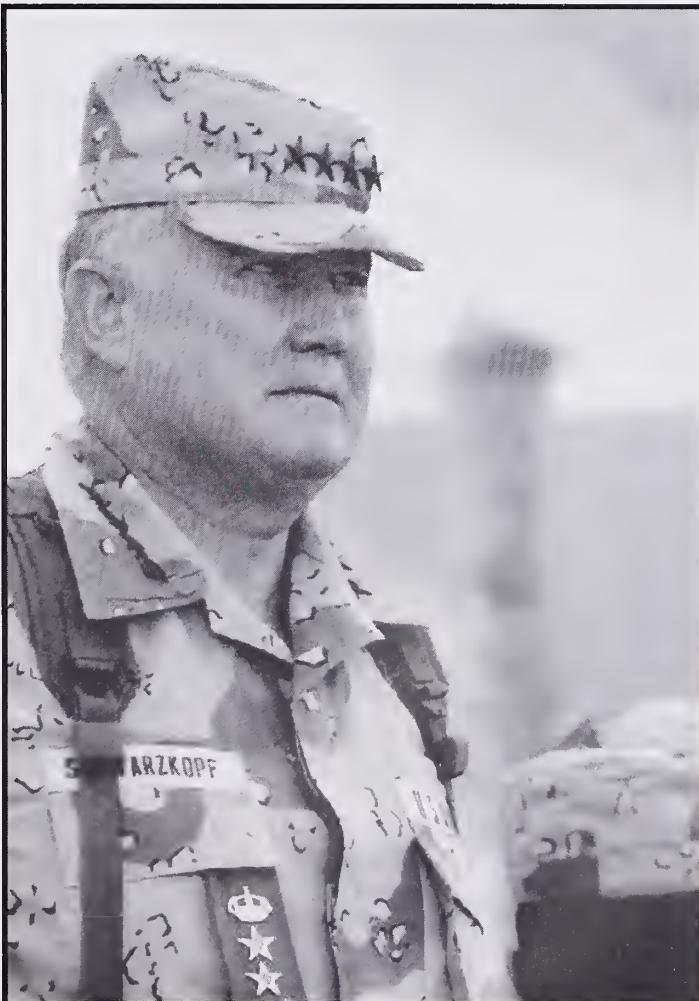
ALBANY Apr. 30 - May 24
BALTIMORE May 13-18
JACKSON Apr. 30 - May 24
LOS ANGELES Apr. 30 - May 24
PITTSBURGH Apr. 30 - May 24
RECRUITING SPT CMD Apr. 28 - May 12
SEATTLE Apr. 30 - May 24

High Technology Exhibit Van

CLEVELAND May 22-31
DETROIT May 1-3
INDIANAPOLIS May 17-20
LANSING May 6-14

Answers to March's Test

1. C. USAREC Reg 350-6, para 5-2
2. A. USAREC Reg 601-51, para 6-1
3. C. USAREC Reg 350-6, para 4-2
4. D. USAREC Reg 601-51, para 4-6
5. C. AR 601-210, Table 2-1, Rule G
6. D. USAREC Reg 350-7, para 4-22
7. C. AR 601-210, para 4-7
8. A. USAREC Reg 350-6, App B, B-1
9. B. USAREC Reg 350-6, App B, B-1
10. C. USAREC Reg 350-6, para C-3
11. D. AR 601-210, Table 4-5, Line D
12. A. USAREC Reg 350-6, App F
13. C. USAREC Reg 350-6, APP G, G-2
14. A. USAREC Reg 350-6, App G, G-4
15. A. AR 601-210, table 4-2, line U



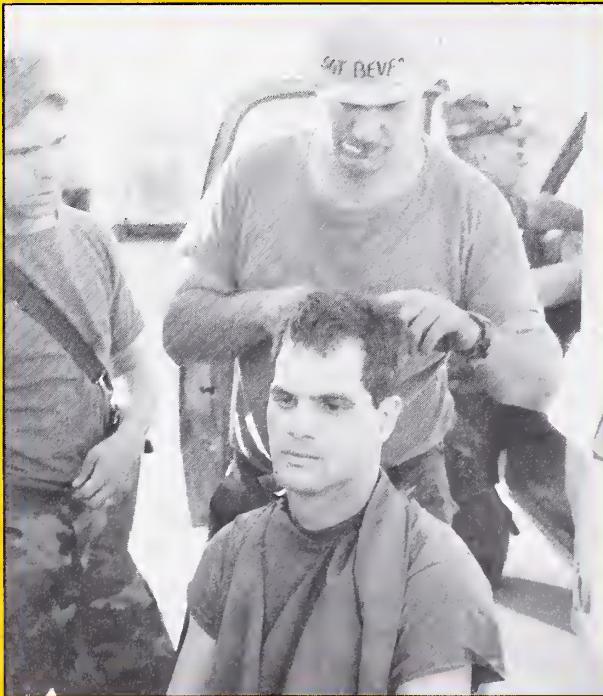
Field expedients in the desert

The term "field expedient" really means "make do with what you've got." Pictured below are Operation Desert Shield and Operation Desert Storm innovations. (Photos by Cathy Haston-Hilger)

FLARE



PFC Tieann Hayes of the 180th Trans Co, Muskegon, Mich., uses the field expedient laundry facilities.



Field expedient barber SGT John Beverage gives SPC Gary Bernardi a trim. Both are with the 915th Trans Co, Council Bluffs, Iowa.



Members of the 915th Trans Co relieve their boredom with a field expedient morale support activity—volleyball.